

Equality, Diversity and Inclusion (EDI) Policy & Action Plan for 2022-25

INTRODUCTION:

Stills is committed to becoming an organisation that is truly representative of the growing diversity of Scotland today. We want to create the conditions for art and photography to thrive in a climate of inclusion and without barriers to its growth and direction. We want to embed equality, diversity and inclusion in our work as values that everyone understands, embraces and commits to. We recognise that these values will give us the opportunity to benefit from a greater diversity of experience and to be more successful creatively. They make good business sense and will lead to greater economic viability and sustainability whilst also supporting the government's legislative duty to eliminate discrimination, advance equality of opportunity and foster good relations as outlined in The Equality Act 2010.

We want to minimise disadvantages suffered by people due to their protected characteristics, meet the needs of people from protected groups and encourage people from protected groups to participate in our work. By protected characteristics, we refer to the following equality strands:

- Age
- Disability
- Gender reassignment
- Race/ethnicity
- Religion or belief
- Sex
- Sexual orientation
- Pregnancy or maternity
- Marriage and civil partnership (with regard to eliminating unlawful discrimination in employment)
- Socio-economic deprivation

Stills was established in 1977 with the aim of introducing photography from around the world to audiences in Scotland. In recent decades, the exhibition programme has run side by side with education programmes and the production and practice of making photography. Today, Stills' purpose is to be locally valued and internationally recognised for the advancement, understanding, practice and enjoyment of photography. We are champions for photography. We empower diverse communities through our education, courses and programmes. We provide a foundation for the future development of the photography sector in Scotland.

Our EDI ambitions support our vision to become one of the world's leading centres for photography.

OUR CURRENT WORK:

As an organisation, Stills is well set-up to manage and deliver a set of EDI ambitions.

- **Governance and Leadership**

We operate with a Board of Non-Executive Directors, currently comprising ten individuals, recruited for their skills and experience to ensure that Stills is equipped with the governance to deliver its organizational strategy. The Board of Directors have ultimate responsibility for ensuring that our commitments under the Equality Act 2010 are implemented effectively. Board members serve a minimum term of 4 years and recruitment and succession planning takes place annually. Currently we are represented in areas of expertise such as Photography, Finance, Legal, Marketing & Communications, PR and Business. Board meetings and Finance & Personnel meetings take place quarterly and there are separate working group meetings as well as an annual Strategy Day for staff and Board. The Director and CEO of Stills, Ben Harman, has been in post since 2014. He has more than 25 years' experience of working in public and commercial galleries on major projects and organisational strategies.

- **Finance**

We have a mixed economy income and an active fundraising and business development plan to generate income through applications to Trusts and Foundations, sponsorship, individual giving and other business activities in order to become more financially self-sustainable. Although we recognize that these are extremely uncertain and insecure times, Stills is currently in a good financial position having reserves in line with its policy to hold the equivalent of 3 months running costs.

- **Premises**

Stills operates from a premises in the heart of the city of Edinburgh with excellent links to public transport and local amenities. Our building is fully accessible with ramp and lift access available between the five floors of our building (3 floors public, 2 floors for staff). Our premises is open to the public 5 days per week, 50 weeks of the year and is always free to enter. We have an on-street, step-free entrance to our building with an information desk inside the door to provide a helpful and friendly first point of contact for visitors.

- **Programme of work**

We are committed to providing opportunities for all through a programme of exhibitions, events, creative learning and the provision of production facilities, equipment hire, courses and training in-house and online. These encourage and enable the advancement, understanding, practice and enjoyment of photography. Over the decades, Stills' critically acclaimed exhibition and events programme has introduced Scottish audiences to a broad range of work, subjects, issues and perspectives relating to photography and visual culture from around the world. Stills has become well-known, for example, for presenting thought-provoking exhibitions that raise awareness to social and political issues, lesser-known photographers and/or hidden histories. Stills School, an alternative photography school for 16-25 year-olds who face barriers to participating in the arts, was established in 2018 and has become the core part of our creative learning offer. Free to attend, the School is delivered in two distinct stages culminating in an Arts Award. Young people can learn photography skills at a pace and level that suits them.

- **Personnel, recruitment, retention and training**

Stills has a friendly, knowledgeable and experienced staff team currently comprised of 13 full-time and part-time employees with a total workforce 7.5 full-time equivalent posts. Each year we provide a fixed-term entry level/early career Visitor Coordinator post. We provide regular work for approximately 18 freelance Tutors per year who deliver our educational courses and Stills School workshops. We work with a programme of approximately 20 Volunteers each year. In return for a minimum contribution of 2 hours work per week, they are offered complimentary course places, access to our production facilities and to Stills events and this is outlined in a Volunteer Policy. We operate an open and transparent recruitment process in line with our equal opportunities policy. When opportunities become available they are widely advertised on digital media. We have a good track record of retention, with 50% of our staff having worked at Stills for more than 10 years. Each year we hold a budget for training and professional development opportunities for all staff.

- **Audience, Communications and Digital**

Our programme of work attracts local, national and international audiences and these are monitored and developed through our Communications Plan which is centred around in-print and digital communications and marketing through our website and social media platforms. Since 2021 we have engaged freelance PR support to raise our national and international profile and increase visibility for our work. We launched a new website in 2019 and a photography podcast in 2020 (now being listened-to in 7 different countries) aiding year on year growth in our online audiences. Our Development Manager, recruited in May 2022, has been rebuilding our audience database as part of our post-lockdown relaunch plan.

STILLS EDI SWOT ANALYSIS

Our staff team identified the following Strengths, Weaknesses, Opportunities and Threats in November 2022 and this has informed our plan and objectives for the 2022-25 period:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Governance and Leadership Board members of different ages, backgrounds and expertise. <p>Dedicated opportunities for board and staff to review and discuss policies.</p> <ul style="list-style-type: none"> ● Finance Reserves available to support EDI ambitions this year. <p>Good track record of fundraising and income generation.</p> <ul style="list-style-type: none"> ● Premises Fully accessible with flexible opening times and access via public transport. <p>We use available space effectively.</p> <p>Good at working with external partners to undertake activity off-site when required.</p>	<ul style="list-style-type: none"> ● Governance and Leadership Lack of diversity at Board level with approx. 80% white British or Scottish members. <p>Policies not made explicit enough for our audiences. Hard to find on our website.</p> <ul style="list-style-type: none"> ● Finance Uncertain times ahead means reserves could quickly become unavailable. <p>Limited staff capacity to fundraise and pursue other revenue-generating income.</p> <ul style="list-style-type: none"> ● Premises Expensive to rent and maintain <p>White cube space intimidating for some.</p> <p>No Accessibility Guide for our premises.</p> <p>Building capacity limited at busy times.</p>

<ul style="list-style-type: none"> ● Programme of work Across our programmes we work with a range of people, partners to support our EDI ambitions. <p>Shop stock and library content covers representation of artists from protected groups and related subject matter.</p> <p>We offer a varied, accessible and broad ranging programme of opportunities for all.</p> <p>Stills School is a unique project addressing protected people and groups.</p> <p>We have a Youth Advisory Panel.</p> <p>The podcast has grown our digital offer and enhanced our accessibility and reach.</p> <ul style="list-style-type: none"> ● Personnel, recruitment, retention and training Staff able to work flexibly to suit particular circumstances and increase efficiency. <p>Staff are fully engaged with our EDI plan and ambitions.</p> <p>Living Wage organisation and freelance rates matched to SAU recommendations.</p> <ul style="list-style-type: none"> ● Audience, Communications and Digital Data to inform our EDI plan is available from the different areas of our work. <p>We offer free, subsidised and/or concessionary access to all our work.</p>	<ul style="list-style-type: none"> ● Programme of work Limited space and budget impacts on range of library and shop stock purchases. <p>Across our exhibitions, events, courses and facilities we see a comparatively low take-up from audiences from protected groups.</p> <p>Funding and staffing capacity for the School and related activity is limited.</p> <p>There are some gaps in training for staff working with School participants.</p> <p>A majority of our exhibitions content can only be experienced in-person.</p> <ul style="list-style-type: none"> ● Personnel, recruitment, retention and training Part-time and flexible working means limited time for staff to meet together. <p>The make-up of our staff, tutors, volunteers and Youth Arts Panel is not truly representative of the diversity of Scotland today.</p> <ul style="list-style-type: none"> ● Audience, Communications and Digital Current audience data collected across the organisation is minimal.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Governance and Leadership Annual programme of Board development allows us to recruit new members regularly. <p>Range of policies can be monitored and updated by staff and Board.</p> <ul style="list-style-type: none"> ● Finance We can budget for EDI-related costs. <p>Knowledge, experience and resource in-house to generate more income.</p> <ul style="list-style-type: none"> ● Premises Create an Accessibility Guide. <ul style="list-style-type: none"> ● Programme of work 	<ul style="list-style-type: none"> ● Governance and Leadership We might not reach or appeal to new members from protected groups. They may experience barriers to being able to join. <p>Audiences unaware what our policies are or where to find them.</p> <ul style="list-style-type: none"> ● Finance Rising costs may quickly use up reserves earmarked for EDI activity. Some EDI activity costs will be prohibitive. <p>Increased competition for funds and available staff capacity will limit capabilities.</p> <ul style="list-style-type: none"> ● Premises

<p>Approaches to artists and publishers for book donations.</p> <p>Our overall offer has potential to reach a far more diverse range of audiences.</p> <p>The Stills School attracts funding and has potential for development. We are developing a new Stills Futures programme.</p> <p>We have the content and resource to grow our digital offer.</p> <ul style="list-style-type: none"> • Personnel, recruitment, retention and training Online meetings suit flexible working arrangements. <p>EDI training for staff, tutors and volunteers can keep our EDI ambitions on track us up.</p> <p>Recruitment of volunteers and Youth Panel members can diversify the demographic.</p> <ul style="list-style-type: none"> • Audience, Communications and Digital New CRM database to collect data. 	<p>Rising costs of rent, energy and overheads makes it harder to afford the premises and to remain affordable for customers.</p> <p>Staff and activity out-grows the available space within the building.</p> <ul style="list-style-type: none"> • Programme of work Risk that audiences don't know about our library resource and shop stock. <p>Protected groups are not reached or experience barriers to taking part.</p> <p>We lose a component of the School such as a major funder or key member of staff.</p> <ul style="list-style-type: none"> • Personnel, recruitment, retention and training Lack of staff meetings delays progress with EDI ambitions. <p>Funds may not be available to provide training for staff, tutors and volunteers.</p> <ul style="list-style-type: none"> • Audience, Communications and Digital Audience data is not captured, stored or used efficiently.
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STILLS EDI OBJECTIVES FOR 2022-25

	Objective	Task	Deadline	Staff lead	Measure
1	Recruit at least one new Board member in the next 24 months that is representative of a protected group.	Director to work with Nominations Committee to extend the reach of Board recruitment in 2024 and 2025..	April 2026	Director	By the first Board meeting of 2026, the Board is more representative of the growing diversity of Scotland today
2	Host at least one event in the next 6 months to become informed of how we can improve access issues for the photography sector in Scotland	Director to lead staff team on the development of an event with assistance from the Creative learning team	September 2024	Director	Event takes place and staff team and Board are aware of access issues and steps we can take to improve them
3	Deliver a Communications plan to increase	Deliver a plan that reaches and attracts a greater	Quarterly monitoring	Comms Manager	We see a 10% annual increase in the number of

	on-site and online audiences by 10% in 2024-25	diversity of audiences for exhibitions, event, courses, facilities and creative learning projects	from April 2024		people from protected groups engaging with our programme of work
4	Provide EDI training for staff, Board, tutors and volunteers in 2024	Ensure that training is made available to all in 2024. Identify training that can be easily undertaken within each person's schedule	December 2024	Director and Board EDI lead	All have received up to date EDI training by end of 2024
5	Develop the Stills School in 2024-25 by increasing access to the 'School in a Box' and establishing a funded plan for the Stills Futures programme.	Increase distribution of 'School in a Box' by 20% and fundraise for the Stills Futures programme to launch in April 2025	April 2025	Creative Learning Manager & Dev Manager	Access to 'School in a Box' has increased by 20% and we have launched the Stills Futures programme
6	Continue subsidized access to courses and facilities and/or bursaries and assisted places concessionary rates	Ensure that access to our courses and production facilities is open to those that may experience financial barriers	Review for each new term of courses	Technical Manager	Protected groups and lower income households are able to access our courses and facilities